



Civic Partner Annual Report 2015- Aero Space Museum of Calgary

- 1. Organization Name: Aero Space Museum of Calgary**
- 2. Fiscal Year: 01 January to 31 December**
- 3. Latest Annual Report available and web address: No Annual Report available. www.asmac.ab.ca**
- 4. Current Vision, Mission and Mandate.**

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Our Strategic Direction: A Museum that everyone can come to see, learn and experience the science, history and evolution of flight. It will include all aspects, past, present and future of the military and civilian aviation experience.

Our Focus: The history and experiences of flight in Calgary and Southern Alberta within the framework of the Canadian experience.

GOVERNANCE

- 5. Identify any Board or senior management positions that will be vacant in 2016. Describe succession plans that are in place.**

1. No vacancies at this time.
2. Board Succession Planning: The Board's nominations committee actively searches for and recruits new board members on an annual basis. New members are representative of a cross-section of the population, and can serve for two consecutive 3 year terms if elected by membership at the Annual General Meeting (AGM).
3. Management Succession Planning: Under discussion by the Executive Committee.

- 6. Describe any structural changes to your organization's governance model in the past year.**

1. No significant changes. Revised Bylaws were approved at the AGM in March 2015. The AGM has been scheduled in April.

- 7. Summarize any activities in 2015 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.**

1. A feasibility study was conducted in 2014/2015 by The Development Group. The study provided the Board with significant information as to the feasibility of launching a fund development campaign, rebranding, and the strategic direction of the Museum.
2. Interviews with stakeholders were conducted during the feasibility study, and 3 focus groups were conducted (in early 2016) focusing on the future direction of the Museum, rebranding, and

exhibition development.

3. A rebranding initiative was launched in late 2015. This was as a result of the feasibility study. Included in the rebranding project was a review of the current market and new target audiences.
4. Management attended the Canadian Museums Association Conference in April 2015 in Banff.
5. Monthly board meetings and reporting by the Executive Director on operational activities, including volunteer management, collections, exhibitions and marketing.
6. Monthly board discussions around risk surrounding economic conditions.
7. Building renovations increased the Board's knowledge regarding building processes and museum standards.

RISK MANAGEMENT

8. Describe the processes and structures your organization uses to identify and manage operational and strategic risks.

1. A yearly financial audit by a firm of independent accountants.
2. A yearly review by the Board and management of the strategic plan, including an economic environmental scan.
3. The development of conservative budgets.
4. Board review of monthly financial statements, including comparison to annual budget, prior year results and detailed variance reports.
5. Implementing a lifecycle program around building maintenance, exhibitions and IT.
6. Annual performance reviews of staff, including the Executive Director. This includes ongoing mentoring and conversations based on transformational leadership.
7. Annual reviews of governing and operational documents, including Bylaws, policies and procedures.

9. What are your organization's top 3-5 strategic risks? For example, financial, governance, business risks, liability, talent management, reputation, or risks related to economic conditions.

1. Financial. The Museum relies on the municipal, provincial and federal funding for operating expenses and capital improvements.
2. Talent management.
3. Economic conditions and uncertainty.
4. Preservation of Collections. The Board, management and staff are fully aware of their responsibilities to ensure the public trust surrounding the ongoing preservation of the collection. However, more municipal support is required in this area.

2015 YEAR IN REVIEW

10. What accomplishments in 2015 contributed to Action Plan's goals of building a prosperous economy, inspiring neighbourhoods, and a healthy and green city?

1. Building renovations were conducted throughout the year and have continued into 2016, with an estimated \$1.6M in expenditures. Local contractors and suppliers were hired, which placed the majority of the funds back into the Calgary economy. Furthermore, the renovations provided a much improved experience for our visitors, and secured a historically significant building constructed in 1941 for the



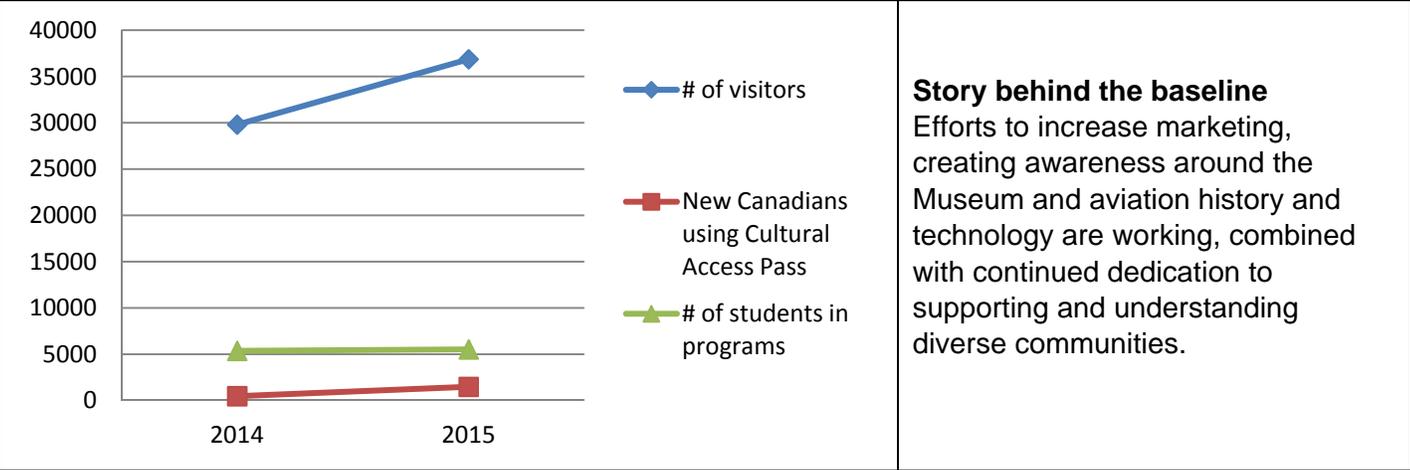
- British Commonwealth Air Training Plan.
2. Began a rebranding initiative, which will be finalized in April 2016.
 3. As a result of expanded marketing, we've witnessed an increase in attendance. This increase and a related increase in gift shop spending means more funds available to the Museum to spend locally and increased tourism revenue, not only for the Museum, but for hotels and restaurants and other facilities throughout the City. This rise in attendance means that more Calgarians are aware of aviation history, science and technology.
 4. Participated, as one of two Canadian institutions, in the international United Space School. Each institution identifies a deserving high school student to attend a two week school in Houston, Texas. This year, Mr. Logan Wood, a student at Ernest Manning High School, has been selected to attend the school in July.
 5. Staff conducted outreach at ComicCon, the Science Fair and Teacher's Convention.
 6. Our events (Father's Day Weekend, Remembrance Day, RCAF Mess Dinner) provide opportunities for our visitors to immerse themselves in aviation history, honour our military and the sacrifices of our service personnel. The Father's Day Weekend brought in over 3400 people – our most successful Father's Day Weekend so far, and our Remembrance Day Service connected the Museum with over 800 attendees.
 7. We hosted numerous corporate and private functions including AGMs, Christmas parties, funerals and memorial services, weddings and even casino fun nights.
 8. We were honoured to host the Calgary and Region Heritage Fair, where over 100 children presented their history projects for juried consideration.
 9. The Museum took part in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass, providing 500 passes for use by low income Calgarians. A further 150 Family Passes were provided to community organizations in support of fundraising initiatives.
 10. Through the Institute for Canadian Citizenship, Cultural Access Passes were provided to over 2575 new Canadians in 2015.
 11. In our dedication to recycling and in support of a healthy and green city, we recycle pop cans, bottles, paper and cardboard and metal. We ensure we don't overburden landfills by offering our used furniture to charitable organizations, including Museums, and in turn use second-hand office furniture from organizations like DeliverGood. We are continually searching for creative ways to recycle which also supports our financial bottom line; for example we recycle cardboard and pop bottles for use in our summer camp and day programs.
 12. School programs, including Campus Calgary, bring aviation history to life for Calgary and area children. Over 5000 students attended programs focusing on the history of theory of flight, WWII Nose Art, the Avro Arrow, rockets, ballooning, and air traffic control. We continue to operate school programs at full capacity and with a wait list.
 13. Over 118 volunteers provided 7148 hours of volunteer service to the Museum in 2015. This not only supports the Museum in providing educational programs, preserving the collection and other important activities, but also provides valuable social and work experiences to the volunteers.
 14. Our new summer camp program was a success! Over 30 students attended our 2 day camps on the Theory of Flight and Nose Art. Summer camps will be offered in 2016.
 15. Fostered or maintained partnerships with the Calgary Board of Education, the Alberta Museums Association and the Canadian Museums Association, the Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, RCAF Buffalo, WestJet and Lynx Air Cadet Squadrons, the RCAF Association, the Calgary Airport Authority, The Military Museums, Travel Alberta, Tourism Calgary, Propellus, the Calgary Police and Fire Departments, Calgary Public Library Eagle Helicopters, LR Helicopters, Kenn Borek Air, Viking Air, and WestJet, Heritage Park and The Glenbow, The Alberta Aviation Museum,

- The Mosquito Society, Nanton Bomber Command Museum, the Organization of Military Museums of Canada, Institute for Canadian Citizenship, Mount Royal University and SAIT.
16. Provided practicums to 25 design students and one museum studies student from Mount Royal University.
 17. Hosted two summer students through the Young Canada Works Program.
 18. With the support of our volunteers, we increased the number of artifacts and archival material captured on our database program, improving internal and external access to the collections.
 19. We continued to receive and accession material into the artifact, archival and library collections, including a number of historically important photograph and object collections.
 20. Acquired and accessioned hundreds of objects and meters of archival material into the Museum's collections as a result of funding from the federal Museums Assistance Program.
 21. Created and implemented collections management, disaster and emergency response, volunteer and education policies and procedures.
 22. Staff actively participated in Tourism Calgary, the Calgary Attractions Consortium and the Society of Educational Resource Groups.
 23. 1131 participants walked through the Museum doors during Doors Open YYC.
 24. Obtained Recognized Museum Status with the Alberta Museums Association.
 25. Recognized the efforts of our volunteers through Volunteer Week, a summer BBQ, and Christmas Party. One volunteer, Dougie White, received the Calgary White Hat Award as Volunteer of the Year.

11. Using your organization's existing performance measurement data, please provide selected 2015 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. If needed, provide a brief description why these measures are meaningful.

Performance measure highlights:

How much did we do and how well did we do it?



Story behind the baseline
 Efforts to increase marketing, creating awareness around the Museum and aviation history and technology are working, combined with continued dedication to supporting and understanding diverse communities.

Supporting data:

- Visitors increased 19% and there were 2% more students participating in programs.
- 2,575 New Canadians used the Cultural Access pass to visit the Museum.

Detailed performance measures

	Performance Measure	2014 results	2015 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Number of visitors	29,803	36,870	Our efforts to increase marketing, creating awareness around the Museum and aviation history and technology are working, combined with continued dedication to supporting and understanding our diverse communities.
	New Canadians visiting the Museum through the Cultural Access Pass initiative	469	1,470	
	Low income Calgarians visiting the Museum through the Calgary Public Library Program	210	147	
	Number of students participating in interpretive programs	5,367	5,522	There is a desire by schools and other organizations to use the Museum as an extension of their formal and informal learning programs. In 2015, over 7,824 programs were provided to 5522 students.
	Number of volunteers	112	118	Our volunteers are an important part of the Museum and provides opportunities for individual growth, work experience and social interaction. Since 2013, we have doubled the number of volunteers at ASMAC.
How well did you do it?	Increase in the number of visitors to the facility	+33%	+23.7%	In spite of a downturn in the economy, there is still a desire and need to learn about past events and technological growth in preparation for the future.
	Increase in new Canadians receiving and using the Cultural Access Pass at ASMAC	New program in 2014	+213%	All areas of attendance have steadily increased over the past 3 years, which indicates marketing and outreach initiatives are impacting Calgarians.
	Increase of school bookings, school children more knowledgeable about aspects of aviation history, science and technology, and continued positive feedback from teachers, parents and children	(Stats not kept in 2013)	+2%	Increased use of school programs reflects the addition of new programs, updating of old programs and attendance at the Teacher's Convention. We are limited by available time to provide programs, staff and volunteers, but continue to work at finding innovative ways to reach Calgary students.
	Increase in number of volunteers	40%	5%	We continue to have a stable, dedicated volunteer force; our recognition events are working.
How are Calgarians better off?	The number of Calgarians aware of local aviation history and technological growth	29,803	36,870	Steadily increasing numbers of Calgarians are aware of the role of aviation and flight in the history of the province and their everyday lives.
	An increased knowledge base amongst students will support future economic growth and diversity in Calgary	5,367	5,522	Our work is supporting the Calgary economy long-term, and has a positive effect province and nationwide. There is a requirement for informal education as one valuable component of our city and provincial education systems.

	The use of volunteers who are experienced in their fields (for example air traffic control and pilots) provides Calgarians an opportunity to learn from the volunteer's experiences	112	118	ASMAC is a community resource and informal educational venue for our volunteers and those they reach through their dedication and passion for flight. 118 volunteers provided 7148 hours of expertise to the Museum in 2015.
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FINANCES

12. What resources were leveraged to support operational activities in 2015?

The federal program Young Canada Works was leveraged to hire two summer students. The students worked with children in the provision of our new summer camp programs, and assisted staff and volunteers in other operational areas, all while learning new skills. The federal government provided 75% of the funding required for this initiative.

The federal Museums Assistance Program was leveraged to hire a collections consultant to reorganize and inventory the artifact collection. This grant, which provided \$38K in additional funding to the Museum, started in 2014 and was completed in September 2015.

Provincial funding (\$1M) was leveraged with CPRiiP funding of \$457K from the City to support the rehabilitation of the Museum building. All of these funds were used to replace the roof, install a HVAC system, windows and doors, and the renovation of the archives and library, all of which contributed to a more pleasant visitor experience, a healthy work environment, and the increased preservation and accessibility of the collections.

We were awarded \$66.5K from the federal program '150 Infrastructure' for use in 2017. These funds will be targeted toward building rehabilitation.

We were also honoured and grateful for the ongoing support of various local aviation companies. This included assistance in the movement of aircraft and fundraising initiatives which supported Museum operations.

13. Do you anticipate any changes to plans and/or budget projections for 2016-2018?

Fundraising initiatives directed at our capital campaign have been delayed while we engage in a rebranding exercise and develop concept plans and drawings for the new wing of the Museum. We want to ensure we are situated in a strong position before we launch the fundraising campaign, especially in these challenging economic times.

The rebranding project is a new initiative which was the result of a feasibility study conducted in 2014/2015. The new brand will be rolled out over the next year, with related expenses to include signage, website, brochures and letterhead, etc.

14. What would be the operational impact if your grant(s) from The City were reduced?

A reduced grant would impact staff levels which would mean reducing the number of programs offered, our ability to care for, preserve and make accessible the collections, a reduction in open hours, an ability to provide a venue for events, and an increased reliance on volunteers, which would likely mean volunteer burn-out. This would in turn place stress on remaining staff and volunteers, and negatively impact other revenue sources

such as grants, sponsorships, and internal revenue streams.

It is to be noted that a total of 9 out of 30 aircraft, and 19 out of 39 engines on display are owned by the City of Calgary. Reductions in grants from the City could adversely affect our ability to display and care for these valuable City owned assets.

15. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues.

We have noted a reduction in facility rentals, specifically the use of the Museum for corporate meetings, team building and corporate events (i.e. Christmas parties).

We have not identified a reduction in visitation at the time of writing. There was a small loss of visitation in January 2016, which could be explained by construction activity at the Museum. Visitation rebounded in February and March, when construction activity came to a close.

LOOKING FORWARD

16. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2016-2017?

As indicated in the business plan, the Museum will focus on sustainability, increasing community connections and relevancy, and professionalism and standards through five strategic directions:

Improve Identity and Visibility in the Community: Our rebranding project is a key priority for the coming year. This will include a branded giftware line and increased targeted marketing including social media.

Develop our Exhibitions, Programs and Events: The WWII exhibit will be redeveloped and the focus shifted to include more stories about individuals such as the McKnight brothers, Sherlock and the Pentland brothers. This shift is in line with our mission to 'tell stories' and our vision 'to inspire dreams of flight'. As part of this redevelopment, the Memorial Wall has been moved to the WWII exhibit, increasing its accessibility to our visitors.

The first phase of our LED light project was completed in 2016, with the installation of track lighting in a portion of the main gallery. In keeping with our dedication to our recycling program, the lighting system was donated by the Calgary Police Service Interpretive Centre 'YouthLink', and the bulbs were purchased from Habitat for Humanity for a fraction of market cost. The remainder of the lighting project will be addressed in late 2016 or 2017, funding dependent.

Strengthen our Community Connections: As always, making the Museum available to all Calgarians through special events is a focus. This year we will continue to develop our Father's Day Weekend event and introduce new events, including a Big Band Gala.

We will also be launching two new initiatives this year – Free First Friday and Late Night Thursday in an effort to provide access to low income Calgarians and expand our open hours to those unable to attend during the day.

The Museum continues to foster and maintain relationships with tourism, heritage and other community partners as listed in question 10, and we will continue to do so in 2016.

Formalize a Long Term Facility Strategy: Increasing access to all Calgarians is a priority for the coming year. Our current main entrance is a challenge for our disabled patrons and parents with children in strollers as it does not meet current building codes; therefore a priority and deliverable for 2016/2017 is the design and construction of a new main entrance. This project is dependent on available funding.

The Museum's Board of Directors and management is dedicated to moving forward with a facility master plan, to include the construction of a new wing to house the collections and to provide community and education spaces for all Calgarians. This expansion will be needed to accommodate the return of the City owned Hurricane and Mosquito aircraft once those restorations are completed, currently estimated to be 2017 and 2022. The wing will also house the aircraft presently stored in the tent hanger, 3 planes on display outside including the CF100 (Canuck) which is a City owned asset, and 3 other aircraft currently on loan to other museums.

Ensure sustainability: We continue to work at strengthening our internal revenue streams, and as part of the branding initiative, will look at innovative ways such as Free First Friday and Late Night Thursday to grow our membership and attendance.

The Museum is working with an architectural firm to develop concepts for a new wing which will contain new exhibition halls, collection storage vaults, a theatre, classrooms, food services and facility rental spaces. These concepts will be part of a capital campaign package provided to prospective donors.

17. Are there any additional projects or initiatives in 2016-17 that may require further discussion or decisions by Council?

We would appreciate the support of Council in the following:

1. Capital funding for the redesign and construction of the front entrance to meet current building codes as to ensure accessibility by all Calgarians including our disabled visitors and volunteers.
2. Funding for the installation of LED track lighting in our main hanger, which would ensure artifact preservation, support professional exhibition development, and provide better experiences for our patrons.

In addition, the Museum could make use of increased operational funding so as to permit the hiring of additional staff, specifically a collections manager and two part-time education staff. The Museum has been without a collections manager and sufficient education staff since 2008. Since 2008, there has been an over reliance on volunteer labour. This additional assistance would allow the Museum to better preserve the collection, develop new exhibitions on a consistent basis, and develop and provide educational programs to a wide age range of children, all of which will raise revenue, allowing the Museum to increase its long-term capacity, sustainability and relevancy to the communities it serves.

18. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

Looking forward, our plan is to develop the Museum into one of the premiere attractions in the city and one of the foremost museums of flight in the country, attracting thousands of visitors to the City of Calgary. The plan includes the construction of a new 'state of the art' museum wing at the current location. This dynamic and community focused facility would provide a climate controlled environment for our existing collections and additional space for new aircraft acquisitions, exhibition galleries, a theater, collections storage vaults,



classrooms, an aircraft restoration shop, dedicated event rental and food service areas. This expansion would be used to house the restored Mosquito and Hurricane as well as other aircraft as indicated under Question 16.